



Chapter 5:

Actions to Achieve Goals

KEY TO CODES:

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BOR=U.S. Bureau of Reclamation
CC=Chamber of Commerce
COE=U.S. Army Corps of Engineers
CVB=CVB
DLI=MT Dept of Labor & Industry
DNRC=Dept. of Natural Resources & Conservation
DOC=MT Dept of Commerce
DOR=MT Dept. of Revenue
EDO=Economic Dev't Org'n
FA=Federal Agency
FOAM=Fishing Outfitters Assn. of Montana
FWP=MT Fish, Wildlife & Parks
FWS=U.S. Fish & Wildlife Service
ITRR=UM Institute for Tourism & Rec'n Research
LG=Local Government (City, County)
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Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public meetings, an online survey, and other meetings and interviews. These goals provide the framework for turning the tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with lead responsibility, partners, priority level, and timeline for each action.

Descriptions of each Action begin on the next page, including priority level, and responsible partners to lead and assist with implementation. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears in the next chapter, Chapter 6: Implementation.

Additionally, Appendix C lists the actions according to the sector group of the partners responsible for implementation.



Goals and actions provide the framework for turning the Montana Tourism and Recreation Vision into reality by 2012.

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on state, regional, and local strategic marketing plans, and track/report results (return on investment). Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.



1.1.a. Expand partnerships with tourism businesses and attractions as co-op partners in publicity, web marketing, advertising, and other promotions to leverage dollars. A statewide online survey of tourism stakeholders in spring 2007 indicated that private and nonprofit entities in Montana conservatively spend \$60 million dollars or more annually on tourism marketing and advertising. Cooperative public-private promotion efforts would leverage the dollars and increase the effectiveness of marketing Montana as a destination.

Priority: High

Responsibility: **TM**, REG, CVB, CC, MOGA, FOAM, BIZ, TRB, MTTA

1.1.b. Continue winter marketing targeting skiers, snowboarders, snowshoers, snowmobile touring, and ice fishing. Promote Montana as a superb destination for winter recreation. Based on market research, confirm Montana's competitive advantages in activities and amenities vs. its competitors. Accentuate images and messages that most appeal to each winter target market segment. Encourage businesses to create unique packages highlighting exclusive and/or uncommon experiences. Ensure that tourism partners update appropriate listings and information on Montana's winter web site: www.wintermt.com.

Priority: High

Responsibility: **TM**, MSAA, REG, CVB, BIZ, TRB, FWP, COE, FWS, NPS, USFS

1.1.c. Attend consumer travel shows that target specific high value, low impact markets. Identify consumer travel shows that target high value visitors. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal). Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions. Share leads, and develop packages that target consumer show customers.

Priority: Low

Responsibility: **REG**, CVB, BIZ, TM, MTTA

Information Sources Used by Visitors To Plan their Trip

Most useful, in order of importance:

- Internet
- Automobile club
- National Park sources
- Private businesses
- Montana Travel Planner
- Chamber/Visitor Bureau
- Magazine/Newspaper articles
- Toll-free state travel number
- State Park sources

Source: ITRR 2001/05
Nonresident Report

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1.1.d. Continue marketing to international travelers. International visitation to Montana is growing, according to ITRR research (up by nearly 60,000 visitors from 2001 to 2005, with Canadian visitation up 8%). Work with Rocky Mountain International to provide annual reports on Montana product 'on the shelf' in the overseas markets. Educate Montana tourism suppliers about needs and expectations of international travelers. Disseminate tour operator and media leads, and copies of articles published in international travel publications, to Montana businesses and attractions. Provide semi-annual reports to Montana tourism partners about column inches and value of media stories

Priority: Medium

Responsibility: **TM**, REG, CVB, SA, BIZ, MTTA

1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.

Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest. Pool state, regional, and local funds and databases to conduct traveler conversion research. Determine the characteristics, spending, and decision-making habits of potential/converted Montana travelers, and return on investment (ROI) of state/regional/CVB marketing efforts. Coordinate this research with other nonresident studies to compare and contrast results. Work with the Dept. of Revenue to obtain monthly lodging tax collection reports, rather than only the quarterly lump sum, to observe results from specific campaigns and efforts, and use that information to improve future ROI.

Priority: High

Responsibility: **TM**, REG, CVB, MSAA, ITRR, DOR

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season activities. Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.a. Amplify targeted marketing to attract group meetings and conferences to Montana, tapping the standards and resources of the Destination Marketing Assn. International (DMAI, www.iacvb.org).

Determine the types of group markets Montana is best suited to serve throughout the four seasons. Encourage partners to update appropriate listings on Montana's web site: montanameetings.com. Continue the 'Invite-a-convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.

Priority: High

Responsibility: **CVB**, REG, TM, BIZ, SA, UNIV, MTTA

1.2.b. Work with local sports groups/clubs to attract western and national sports competitions in off-peak seasons. Identify opportunities to use existing developed facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.). Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.

Priority: High

Responsibility: **CVB**, REG, TRB, BIZ

1.2.c. Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Competitive film production incentives are critical to successful state marketing efforts for the lucrative film production business. The current incentives for film production are a 14% rebate on Montana labor for the first \$50,000 of wages per Montana resident, and a 9% rebate on qualified expenditures at Montana businesses. Continue to monitor incentive programs in surrounding states, provinces, and worldwide. Develop appropriate new initiatives and legislative solutions as needed to maintain competitiveness in recruiting the production industry.

Priority: High

Responsibility: **TM**, CVB, BIZ, TIAM, MEDA

1.2.d. Attend group travel trade events/conferences targeting tour operators and travel media. Continue to attend trade events such as the National Tour Association, American Bus Association, Motorcoach Canada, Outdoor Writers Association of America (www.owaa.org), etc. Disseminate leads and industry trend information to tourism businesses and attractions. Coordinate a Montana presence and strategy for each event, involving private and nonprofit partners, based on targeted markets and seasons.

Priority: High

Responsibility: **TM**, CVB, REG, BIZ, MTTA

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. Montana has limited public and private resources for tourism marketing compared to other destinations. By working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, Regions, CVBs, Tourism Advisory Council, MTTA, and other State/Federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the annual meeting in the Spring (at Governor's Conference?), prior to Region/CVB Marketing Plan deadlines. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage marketing efforts with Travel Montana efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of each strategy will be measured by all partners.

Priority: High

Responsibility: **TM**, TAC, REG, CVB, SA, FA, MTTA

1.3.b. Implement the new Montana brand to enhance the State's image in priority markets. Montana's new brand is designed to build a clear image and message about the state and its tourism and recreation experiences. Include all state agencies in the branding program so that brand themes are used consistently in all state communications, and encourage tourism industry partners to use the themes to build brand identity.

Priority: High

Responsibility: **TM**, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC

Priority Tourism Workshop Topics

- Generating free publicity
- No/low cost marketing opportunities
- Getting ready for 21st century tourists
- Web site marketing and tracking
- Customer service
- Design/place print and online advertising
- Tourism trends
- Work with State & Federal agencies
- Montana facts & history
- Work w/ international tour operators & trvl agents

*Statewide Online Survey
Spring 2007*

Information Sources Used by Visitors While in Montana

Most useful, in order of importance:

- Highway Information Signs
- Service person
- Info. center staff
- Brochure rack
- Other traveler
- Billboards

*Source: ITRR 2001/05
Nonresident Report*

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1.3.c. Conduct interactive workshops and educational presentations to build marketing capacity and awareness among community and business partners. Provide tourism education outreach at state, regional, and local meetings and events, and through electronic communication systems.

Priority: Medium

Responsibility: **TM**, TAC, REG, CVB, MTTA, TRB, CC, EDO, TIAM, BIZ, SA

1.3.d. Create cooperative marketing campaigns between agriculture and tourism.

Identify key businesses/trade groups in ag and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes (western heritage/Montana beef, mountains/clean water for Montana products). Work with agricultural marketing groups to create campaigns and leverage advertising dollars.

Priority: Low

Responsibility: **TM**, DOAg, REG, NPO, BIZ, MTTA

Action 1.4: Improve Montana's in-state Visitor Information System to extend visitor stays and spending. Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. State and national research shows that effective visitor information systems can extend visitor stays and spending significantly. However, according to the research, only 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, in addition to visitor centers, other components of a comprehensive visitor information system are needed. Upon arriving in, and traveling through, Montana via highway, air, or rail, visitors need an integrated, strategic system of information from a variety of sources for a successful vacation experience. An integrated system informs travelers about opportunities, and directs them to places, they otherwise would not visit. All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. The system then should be promoted through travel web sites, visitor guides, and partners.

1.4.a. Create a database inventory of visitor information system (VIS)

components available statewide (visitor and interpretive centers, short-wave Traveler Information System stations (TIS), kiosks, airport and rail station displays, rest areas, state/federal visitor information locations, tourist podcasts, museums, chamber offices, businesses/facilities at freeway exits, etc.). Identify the type of VIS component, services/information available, and hours/seasons of operation. Determine linkages (or lack of) between components, and gaps in the system, and develop strategies and partnerships to enhance the system by filling the gaps.

Priority: High

Responsibility: **TM**, REG, CVB, MTRI, MTTA

1.4.b. Establish criteria for “officially-designated” visitor information sites and services, and foster more collaboration between agency and private visitor services. Link visitor centers, museums, attractions, and businesses to leverage resources and provide quality visitor services statewide. Travelers expect all facilities identified as visitor or interpretive centers to provide a full range of visitor information, including staff knowledgeable about the area, and information about local businesses, services, amenities, and attractions. Provide official designation (with signs, stickers, web site listings, etc.) to key sites and services that meet the criteria, and involve visitor information managers/front-line contacts in state and regional communications about marketing efforts, training opportunities, weather/fire updates, etc. Use an online form for designated centers/services to report visitor traffic, trends, challenges, opportunities, and suggestions to Travel Montana and ITRR to compile and analyze statewide trends.

Priority: High

Responsibility: **TM**, MTRI, REG, CVB, CC, TRB, BIZ

1.4.c. Provide advanced training for Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers, and awards for visitor center customer service. Encourage site/service managers to collaborate with each other to provide training/orientation, to ensure that information provided to travelers is accurate and consistent, to coordinate hours/seasons of operation, and consolidate services to maximize funding resources where possible. Tap training resources such as Montana Superhost and the National Association of Interpretation.

Priority: High

Responsibility: **TM**, MTRI, REG, CVB, CC, TRB, BIZ

1.4.d. Use technology to enhance Montana visitor information and marketing efforts. Visitors increasingly use technology before and during their trips to plan, make decisions, and enhance their experience. Evaluate ways to incorporate technology into Montana’s comprehensive visitor information system, such as expanded use of TIS systems, 511 system, audio tour downloads in MP3 format, wireless hot spots, blogs, Real Simple Syndication news/information feeds, etc.). Ensure that components of the system are promoted on tourism web sites and in visitor guides.

Priority: Medium

Responsibility: **TM**, MTRI, REG, CVB, TRB, BIZ

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana’s VICs, rest areas, chambers of commerce, airports, and train stations into State economic development efforts by showcasing Montana’s heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana (as in North Carolina). Work with local/regional organizations to voluntarily maintain displays with current information.

Priority: Medium

Responsibility: **TM**, REG, CVB, MTRI, TRB, BIZ, CC, NPO

Visitor Information Systems

A comprehensive visitor information system for a travel destination has many factors:

- ◆ Electronic information: web site(s), podcasts, Traveler Information System (TIS) radio broadcasts, 511 telephone & road condition systems, airport phone links, audio tours, etc.
- ◆ Signs: directional, interpretive, traveler service, advertising.
- ◆ Printed information: maps, visitor guides, brochures, directories, etc.
- ◆ Visitor and interpretive centers: staffed welcome/interp centers, unmanned kiosks and displays.
- ◆ Training and cross-promotion: linkages between visitor centers and other organizations; and training of staff.

Visitor Center Services

Visitor centers generally provide the following services

- ◆ Maps, brochures, visitor guides
- ◆ Public restrooms
- ◆ Information weather, road conditions and construction
- ◆ Snacks and beverages, including vending machines, free coffee, espresso, etc.
- ◆ Internet service (Wi-Fi)
- ◆ Interactive kiosks
- ◆ Newspapers, TV news/weather
- ◆ Hotel/activity reservations, event tickets
- ◆ Retail sales of souvenirs, maps, books, t-shirts, local foods, fishing licenses, etc.
- ◆ Extended hours during peak seasons

* 2004 survey of visitor centers in 34 states, Tourism Industry Association

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

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Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, the benefits/impacts of tourism, and uses of lodging tax. Distribute information about the new Tourism Charter, benefits/impacts of tourism, and uses of lodging tax through printed material, press releases, tourism listserv, economic development groups, etc. Emphasize issues identified in citizen opinion research, and how concerns/opportunities are being addressed. Show benefits to residents (e.g., jobs, taxes, support for State Parks). Involve non-tourism groups in National Tourism Week activities, along with other events to build citizen awareness of tourism.

Priority: High

Responsibility: TM, ALL

Action 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits. Provide tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials. Send e-mail press releases to elected officials. Present key tourism issues/trends to local and state meetings of Montana Assn. of Counties and Montana League of Cities and Towns; discuss tourism concerns/opportunities, and seek creative/collaborative ways to address them. Support the Travel Industry Association of Montana (TIAM) in its sponsorship of a professional Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.

Priority: High

Responsibility: TM, ALL

Action 2.3: Change State law and rules to enable implementation of a Montana Scenic-Historic Byways program (and access to federal funding for byways). Encourage the Montana Legislature to change the Montana Byways program, so that more highways in Montana could be designated as state scenic/historic byways, and become eligible for federal byways funding for planning, enhancements, improvement projects, and marketing. Coordinate MDT program efforts with the existing U.S. Forest Service National Forest Scenic Highway Program, Bureau of Land Management Backcountry Byway Program, and the proposed Tribal Byways Program.

Priority: High

Responsibility: MDT, USFS, BLM, TRB, REG, CVB, CC, NPO

Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc. There are a number of ongoing and emerging issues related to tourism and recreation in Montana that require decisions or rule changes by state and/or federal policy-makers. These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to tourism in western Rocky Mountain states, and are the subject of lobbying and advocacy efforts of the Western States Tourism Policy Council (WSTPC, www.dced.state.ak.us/wstpc). The issues are described on pages 47-51.

Priority: High

Responsibility: TAC, TM, WSTPC, SG, MTRI, TIAM, MEDA

Goal 3: Address management and access issues for sustainable recreation on state and federal lands.

Action 3.1: Educate visitors about ethics and responsibilities on public and private lands, and use technology (such as GPS coordinates on trail maps) to encourage recreation in appropriate areas. Include messages about sustainable tourism, geotourism principles, and responsible recreation on state, regional, local, and business tourism web sites, in visitor guides, etc., to educate residents and visitors about their responsibilities when recreating on public and private lands. Coordinate efforts between tourism marketers and state/federal agencies. Outline penalties where appropriate, and provide numbers to report violations. Contact travelers via the media, webcasting, VICs, rest areas, agency offices, tourism/recreation businesses, events, and attractions.

Priority: High

Responsibility: TM, REG, CVB, BIZ, MTRI

Action 3.2: Coordinate state/regional/local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public lands and facilities available. Work with state/federal land management agencies to identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned. Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities. Participate in the annual Marketing Planning Meeting outlined in Action 1.3.a.

Priority: Medium

Responsibility: TM, REG, CVB, MTRI, FA, SA, BIZ

Action 3.3: Support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to state and federal recreation lands. Continue to maintain and enhance facilities and public access for outdoor recreation at Montana parks, rivers, lakes, ranches, etc. Use interagency groups and local task forces to gather and disseminate information, and develop collaborative strategies for access management and policies. Acquire easements, or exchange or purchase land from willing private landowners, in order to preserve access to public lands and waters. Expand communication on access issues and cooperation between agencies, user groups, and other interested parties.

Priority: Medium

Responsibility: LG, SG, FWP, USFS, BLM, NPS, BOR, COE, LO



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Action 3.4: Continue to enhance the Montana Block Management Program, expanding public access to private lands. Enhance Montana's Block Management Program for access to private lands for hunting and fishing. Study ways to streamline the process, attract broader participation, evaluate conservation easements, analyze issues of program expansion or limitations, and include concerns about non-resident vs. resident preferences.

Priority: Medium

Responsibility: FWP, SG, LO

Action 3.5: Identify actions and initiatives to reconnect youth with the outdoors (i.e., Kids in the Woods), and identify creative ways to link outdoor programs with science, math and language requirements of the No Child Left Behind education initiative. Work with the Governor's Office, state/federal agencies, tribes, nonprofit groups, and businesses to sponsor programs that encourage kids to spend more time outdoors. Such initiatives improve public health, encourage improved education about the outdoors, enhance tourism efforts, and increase the public's appreciation and understanding for the importance and protection of the outdoors for future generations. Develop partnerships and seek private and foundation funding to implement statewide initiatives.

Priority: Low

Responsibility: SG, MTRI, UNIV (Extension 4-H program), TRB, LG, NPO, BIZ

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.) to support tourism.

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

4.1.a. Use local historic/cultural attractions as venues for conferences, events and educational seminars.

Work cooperatively to use local historic/cultural attractions, sites and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services. Host receptions and tours at museums, galleries, theaters, Lewis & Clark sites, etc., and educational workshops and forums at historic sites like Virginia City. Create annual statewide CVB/venue awards for creativity. Use creative venue ideas for recruitment of conventions.

Priority: High

Responsibility: CVB, REG, BIZ, MHS, MHC, MAC, TM

4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture.

Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop co-op marketing opportunities and funding sources to continue the promotion of Montana's artisans and craftsmen. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: [DOC](#), MAC, MHS, UNIV, TRB, REG, NPO, TM

4.1.c. Create an online statewide calendar of arts/cultural/historical events that allows event planners to update their own event information.

Maximize arts/cultural/historical events promotion by supporting a central, user-friendly and user-created online calendar to be used by tourism stakeholder groups. Encourage regional, local, and tribal stakeholders to contribute to and use the online calendar. Disseminate directions for calendar input to all stakeholders. Consider integration of existing calendar of events provided by Lively Times to State and Regional web sites.

Priority: High

Responsibility: [TM](#), REG, CVB, MTTA, MHS, MAC, NPO

4.1.d. Enhance the Montana Tribal Tourism Alliance (MTTA) and its efforts (web site, coordination, DVD of Indian activities, etc.).

Collaborate with tribal tourism and Travel Montana, establish reciprocal promotion efforts. Assist MTTA to continue to be an advocate for Tribal tourism, and a strong neighbor to Montana's tourism Regions.

Priority: High

Responsibility: [MTTA](#), TRB, TM, BIZ, MHS, REG, CVB, CC

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011).

Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events that need support. Contact communities in areas where these commemorations may transpire, and offer assistance in marketing, etc.

Priority: Medium

Responsibility: [MHS](#), SA, FA, TM, REG, CVB, NPO, BIZ, TRB

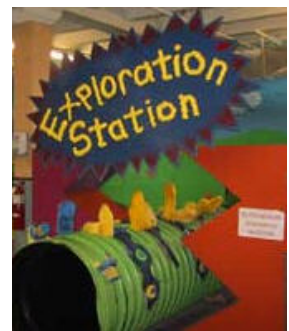
Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana. Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations.

4.2.a. Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.

Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours. Enhance sites and facilities to accommodate educational programming, workshops, school field trips, and "volun-tourists" to assist with project work. Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities. Incorporate age-appropriate programs/activities for children and youth.

Priority: High

Responsibility: [MHS](#), MAC, FWP, NPS, USFS, COE, NPO, TRB



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4.2.b. Augment tourism facilities, services and marketing capacity within Montana's Indian Reservations.

Travelers are increasingly interested in Montana's American Indian culture, both historical and contemporary. Work to enhance educational and tourism-related facilities, services, artisan displays/galleries, and interpretation on Montana's Indian Reservations, including receptive group tour services, guided interpretation, dining, lodging, retail, "Eight Lodges" concept, encampments, pow wows, etc.

Priority: High

Responsibility: **TRB**, MTTA, TM, REG, CVB, BIZ

4.2.c. Improve infrastructure at historic and cultural sites to expand visitation and seasons.

Montana's historic and cultural facilities often are limited to small numbers of visitors, or to warm season visitation, because of infrastructure issues like parking, utilities, housing, etc. Evaluate locations where some investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, State Parks).

Priority: Medium

Responsibility: **MHS**, MAC, TRB, MTTA, LG

4.2.d. Revitalize Montana's historic downtowns as vibrant destinations for travelers.

Tap assistance from the Montana Historic Preservation Office, Montana Historical Society, and Montana Main Street Program to designate historic districts, tap resources for restoration and redevelopment, and to interpret Montana's community history.

Priority: High

Responsibility: **MHS**, MMS, BIZ

4.2.e. Maintain the Lewis & Clark Trail and related sites/facilities to enhance visitor experiences.

The Corps of Discovery and their interaction with Montana tribes is a significant chapter in Montana and U.S. history. Interest in the Lewis & Clark Expedition continues beyond the completion of the Bicentennial Commemoration in 2006. Continue to highlight these sites, facilities and experiences developed along the Trail for the Bicentennial, and to maintain and preserve all the National Scenic and Historic Trails for future residents and visitors. The ongoing and continued value of all historic sites to Montana's legacy and tourism opportunities is extraordinary.

Priority: High

Responsibility: **NPS**, USFS, BLM, BOR, COE, FWP, , TRB, LO, REG

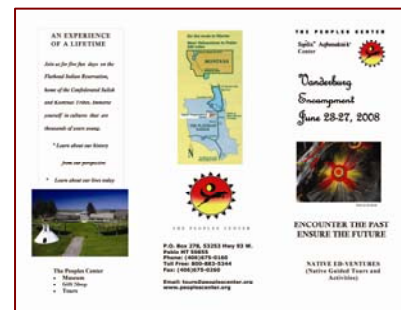
Action 4.3: Continue efforts to preserve Montana Tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).

4.3.a. Identify tribal fine arts, museums, events, and activities that emphasize nature, ethno-botany, and opportunities to observe and learn more about native culture.

Encourage efforts to preserve oral histories and languages of Montana's Indian people and their places as told by tribal members. Collaborate to promote tribal culture, heritage and eco-tourism through workshops and other educational events for the economic/community benefit of reservation residents, and for interested visitors.

Priority: High

Responsibility: **MTTA**, TRB, MHS, MAC, DOC, BIZ



4.3.b. Continue to inventory cultural sites on federal lands and determine appropriate interpretation and access for the public.

Federal and state land management agencies are required by federal law to identify and preserve cultural sites on public land. In some cases, these sites also present opportunities for education and interpretation for visitors. Successful partnerships to interpret cultural resources help to preserve Montana's rich tribal history, and increase appreciation for them among residents and visitors. An example is the partnership at Lake Koocanusa between the Confederated Salish and Kootenai Tribes, Corps of Engineers, and Bonneville Power Administration.

Priority: Medium

Responsibility: **USFS**, BLM, NPS, BOR, , TRB

Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.a. Participate in cooperative advertising and promotion efforts with Travel Montana, tourism regions, CVBs, etc.

In a global tourism market with thousands of new destinations developed annually, individual Montana businesses and attractions must partner with others, and communicate targeted messages consistent with Montana's brand, to compete effectively. Businesses and attractions should leverage their private marketing investments by partnering with public and nonprofit tourism partners to increase their reach and penetrate new markets.

Priority: High

Responsibility: **BIZ**, TM, REG, CVB, MTTA, NPO

5.1.b. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts. Package accommodations with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets being targeted by state/regional

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promotion efforts. Promote packages through tourism web sites, e-letters, podcasts, visitor centers, attractions, etc.

Priority: Medium

Responsibility: **BIZ**, REG, CVB, TM, MTTA

5.1.c. Expand "alternative" winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, Tribal activities).

Identify existing and potential opportunities to increase alternative indoor and outdoor activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc. Package and promote to targeted resident and nonresident markets.

Priority: Medium

Responsibility: **BIZ**, REG, CVB, TRB

5.1.d. Encourage use of Made/Grown-in-Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link promotion of Farmers' Markets, Made-In-Montana/Grown In Montana programs to tourism promotion. Provide information in state and regional travel guides and web sites, and at VICs. Encourage producers to become active in local and regional tourism organizations, and network with tourism businesses to buy and/or promote their products.

Priority: Medium

Responsibility: **DOC**, DOAg, BIZ, REG, TRB, EDO

5.1.e. Identify new opportunities to provide tourist services, such as guided educational/interpretive and adventure tours, on public and private lands, and work with agencies/landowners to develop them.

Baby Boomers, geotourists, and heritage/cultural travelers are interested in educational and enriching experiences while traveling, but often lack the knowledge, skills and/or equipment to enjoy them on their own. Families also seek interactive experiences that appeal to kids and teenagers. Private sector business can respond quickly to these opportunities, and with the cooperation and support of land managers/owners, offer value-added services to visitors.

Priority: Medium

Responsibility: **BIZ**, LO, FWP, MHS, NPS, USFS, BLM, REG

5.1.f. Encourage businesses to consider use of commercial Tourist-Oriented Directional Signs (TODS) and LOGOS signs instead of billboards, where feasible.

Evaluate cost and process for the current TODS/LOGOS program to identify ways to expand use of TODS. Collaborate with tourism organizations to promote the program.

Priority: Medium

Responsibility: **MDT**, REG, CVB, TM, BIZ

Action 5.2: Provide information about technical and financial assistance available to tourism and recreation businesses. Montana offers significant resources to businesses to help them succeed, such as market research, business planning assistance, low interest loans, workshops, technology use, accessible database of tourism/recreation technical and funding resources, farm and ranch workshops, etc. Too often, however, businesses are unaware of these resources, and struggle to achieve profitability.

5.2.a. Inform businesses, communities, and organizations about technical and financial assistance programs through Department of Commerce newsletters, a statewide tourism listserv, regional tourism meetings, press releases and business trade associations.

Priority: Medium

Responsibility: **TM**, SA, UNIV, FA, EDO, TIAM, TRB, REG, CVB, BIZ

5.2.b. Conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs". Encourage development of tourism services by providing training for business owners and managers, such as Indian-preneur/NxLevel courses, tourism marketing workshops, and classes in financial management and workforce issues, which are tailored to tourism industry issues and needs. Advocate for BIA loans for Indian business owners.

Priority: High

Responsibility: **MTTA**, TRB, MIBA, BIA, EDO, REG, BIZ, SA

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations. Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.a. Encourage all Montana CVBs to join the Destination Marketing Association International (DMAI), implement their standards, procedures, and performance reporting, and pursue staff certification and CVB accreditation from DMAI. Provide training for CVB Board members using materials from DMAI, the Montana Nonprofit Association (MNA), etc.

Priority: High

Responsibility: **CVB**, TAC

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: **REG**, TM, MHS, MAC, MHC, MTTA, FWP, FA, MNA, MMS

6.1.c. Enhance education programs for tourism and recreation careers, including continuing education for existing tourism and recreation professionals. Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies. Support the programs through student recruitment, internships, work studies, and employment opportunities. Offer specialized workforce training through distance



A Convention & Visitor Bureau (CVB), is a Destination Marketing Organization (DMO). Bureaus generally are non-profit corporations; funded by lodging tax, memberships, local government, and grants.

The **Destination Marketing Association International (DMAI, formerly IACVB)** is the professional trade association for DMOs. It provides standards and accreditation for Bureaus and their professional staff, and represents nearly 500 CVBs in 30 countries. DMAI has a meeting and convention database that tracks records on more than 20,000 associations and corporate meetings, which is available to members.

DMAI Standard CVB Performance Measures:

- ◆ Lead generation and distribution
- ◆ Site inspections (of hotels, venues)
- ◆ Business referrals
- ◆ Bookings and reservations
- ◆ Cancellations and lost business
- ◆ Event attendance
- ◆ Customer feedback
- ◆ Member feedback

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learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers. Evaluate partnerships with organizations like the National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts. Encourage involvement of Montana tribal members as managers at state/federal sites (e.g., Pompey's Pillar).

Priority: Medium

Responsibility: **UNIV**, SA, FA, BIZ, NPO, MTTA

6.1.d. Enhance the Montana Superhost program with advanced training, locally-customized information, and new delivery methods (DVD, interactive video, etc.).

Develop advanced Montana Superhost training in communication skills, conflict resolution, team-building and supervisory skills. Incorporate information from the National Association of Interpretation to improve interpretive and hosting skills.

Priority: Medium

Responsibility: **UNIV**, TM, TAC, BIZ

Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.a. Add a specific Tourism, Recreation, & Hospitality category to the Montana Dept. of Labor & Industry (DLI) web site job search feature. Use the DLI statewide database to list seasonal tourism and recreation jobs, and inform businesses about its availability through state, regional, and local tourism organizations and agencies. Promote the listings via DLI offices, colleges, tribal colleges, high schools, newspapers, radio announcements, etc.

Priority: High

Responsibility: **DLI**, TM, FWP, FA, BIZ, TRB, REG, CVB

6.2.b. Find volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like www.TakePride.com, www.Volunteer.gov, www.Workamper.com, and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.

Priority: Medium

Responsibility: **TM**, REG, CVB, SA, FA, TRB, CC

6.2.c. Provide regional/state tourism recognition awards for Montana civic groups, clubs and citizens who volunteer for projects on public lands and historic/cultural sites and facilities. Reward Montana individuals and groups who volunteer their time to enhance Montana's tourism products. Use the federal "Take Pride" award program as a prototype for other agencies/organizations. Presentation of the awards can be incorporated into the Gov. Conf., TAC meetings, and TM can assist in publicizing.

Priority: Medium

Responsibility: **FWP**, DNRC, MHS, MAC, FA, MTTA, REG, CVB **TM**

Action 6.3: Encourage use of local development incentives and tax credits for construction of affordable workforce housing.

Workforce availability is an increasing challenge for the tourism industry, and a key factor in workforce availability is affordable housing. City and county governments, housing authorities, and the U.S. Depts. of Housing & Urban Development and USDA have development policy options and funding programs available to provide incentives to developers, or nonprofit housing groups, to increase the inventory of affordable housing in communities. Tourism industry representatives need to work with local officials to pursue such development.

Priority: High

Responsibility: **LG**, BIZ, NPO, HUD, USDA, TRB

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service to and from Montana cities.

Implement tourism-related opportunities identified in the Montana Department of Transportation Air Service Study (December 2006) by encouraging tourism stakeholders to participate in air service discussions, and to remain actively involved in meetings with airlines regarding frequency and scheduling of flights. Where possible, address needs of airlines to enhance service. Identify airport improvements and aviation strategies that will support or enhance tourism. Where appropriate, partner with cities, counties and economic development organizations to secure additional air line service. Collaborate with the Recreational Aviation Foundation (www.recreationalaviationfoundation.org) to preserve existing airstrips and create new public-use recreational airstrips to attract the 400,000+ private pilots within a 4-hour flight of Montana.

Priority: High

Responsibility: **MDT**, EDO, CVB, LG, BIZ

Action 7.2: Continue to implement Montana's rest area strategy.

Implement strategies contained in MDT's Rest Area Plan and TranPlan 21 to improve rest areas. Complete new rest area projects with design improvements and visitor services, including visitor information. Address seasonality and extend hours of operation at key rest areas needed to serve tourists. Develop partnerships and funding opportunities with private/nonprofit sectors to assist with seasonal maintenance and staffing needs.

Priority: Medium

Responsibility: **MDT**, TM, REG, CVB



Action 7.3: Improve Montana roads and bridges; reduce maintenance backlogs.

Advocate for funding and implementation of Montana Department of Transportation highway and bridge improvement actions identified in TranPlan 21 and the Statewide Transportation Improvement Program (STIP). Encourage local input into decision-making on road improvements which will enhance or affect natural, historic, cultural, and community assets. Additionally, encourage partnerships and funding opportunities between agencies, tribal and the private/nonprofit sectors to address the backlog of transportation infrastructure needs. Participate in the Western States Tourism Policy Council discussions about transportation issues.

Priority: Medium

Responsibility: **MDT**, TM, SG, LG, TRB

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Action 7.4: Increase use of passenger rail and transit service in Montana.

Passenger rail and transit service, such as tour trains and shuttle service where available, provide appealing transportation alternatives to Montana visitors, and reduce traffic pressure in congested areas.

7.4.a. Promote Amtrak's Empire Builder service in Montana.

Build relationships and coordination efforts with Amtrak, and advocate to state/federal agencies and elected officials for support of Amtrak service. Work with Amtrak, tour operators, tourism businesses, and other organizations/agencies to promote use of rail service through packaging, rail/drive/bus tours, etc.

Priority: High

Responsibility: **MDT**, LG, BIZ

7.4.b. Promote excursion rail service in Montana. Support Montana's excursion trains (Copper King Express, Anaconda-Butte, Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City) and encourage the development of others. MDT is preparing to update the State Rail Plan, which will include a review of passenger rail issues, potential additional service opportunities, and the feasibility of restoring passenger service on Montana's Southern Route. Tourism and recreation should participate in the planning process, along with other corridor plans undertaken by MDT.

Priority: Low

Responsibility: **MDT**, LG, BIZ, REG, CVB

7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations. Successful partnerships to provide shuttle and transit service for travelers are underway in Flathead and Gallatin Counties. A partnership between Glacier National Park, MDT, and Flathead County will provide shuttle service to park visitors in summer, and area transit to residents in winter. A new shuttle service between Bozeman and Big Sky provides transportation for skiers, as well as for resort employees and residents. Encourage and expand intercity transit service, and service to high traffic visitor locations. Explore additional opportunities to utilize federal transportation funds.

Priority: Medium

Responsibility: **MDT**, LG, FA, CVB, BIZ

Action 7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.

Form partnerships between local governments, agencies, tribes, private landowners, non-profit/for-profit user groups, tourism businesses, and others to continue planning, seek funding sources, and address management of Montana's trail system. Use the State Trails Advisory Committee (STAC) to facilitate communication and action between partners. Integrate Montana's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan and TranPlan 21, and local transportation plans. Partner with MDT and other agencies to improve bike and pedestrian facilities in urban and rural areas. Combine bicycle/pedestrian related improvements with byway activities for increased opportunities for partnerships and federal funding. Begin with areas that are popular biking destinations, listing trails within those areas that need improvement.

Priority: Medium

Responsibility: **NPO**, MDT, LG, FWP, FA, TRB, BIZ, LO

Action 7.6: Develop a user-friendly handbook to provide information about highway sign guidelines to businesses, attractions and other tourism-related groups, including use of international symbols (symbol signs).

Invite tourism businesses and historic/cultural groups to participate in the completion of a user-friendly sign guidelines/policy handbook by the end of 2008. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGOS program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should outline the Montana process to install/replace highway signs, and recommended processes for local officials to assist with signing priorities based on most important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs, etc.).

Priority: Medium

Responsibility: MDT, TM, LG, TRB, BIZ, MHS

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.a. Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism.

The Montana Community Tourism Assessment Program (CTAP) helps analyze local resident attitudes about (and interest in) tourism, measure community tourism potential, identify gaps in visitor services, and suggest projects or actions that can strengthen the role of tourism in a local economy. CTAP is funded by the state lodging tax and administered by Travel Montana in coordination with ITRR and MSU. The new Montana Main Street program provides another assessment and revitalization tool for communities, and tourism is a key target market for historic downtown districts. Therefore, new Main Street communities should be encouraged to apply for a CTAP assessment, if they have not yet been through the program.

Priority: High

Responsibility: TM, ITRR, UNIV, MMS, LG

8.1.b. Expand and strengthen the Montana Main Street program to improve downtown vitality, and extend visitor stays and spending.

Montana began its Main Street program in 2006 with six pilot communities, expanding to seven in 2007. Montana should expand the program with enhanced funding, so more communities can participate and revitalize their Downtown districts, making them more appealing to Montana’s nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to support successful revitalization in Montana’s Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High



The National Main Street Program is one of the most successful community economic development programs in the U.S., involving more than 1,900 communities. The Program’s Four Point Approach focuses on economic restructuring, historic preservation and redevelopment, promotion, and strong downtown organizations. In 2006, the average return on investment (ROI) was \$25.76 for every \$1.00 invested in Main Street programs.

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TIAM=Travel Industry Assn of Montana
TM=Travel Montana
TRB=Tribe
UNIV=University (MSU/ Extension, UM, FVCC)
USFS=U.S. Forest Service
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WSTPC=Western States Tourism Policy Council

Responsibility: **MMS**, SG, LG, EDO, BIZ, MHS, , MAC, UNIV, MDT, TM

8.1.c. Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl. Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage. Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.

Priority: High

Responsibility: **LG**, TRB, EDO, REG, CVB, BIZ

8.1.d. Continue the Tourism Infrastructure Improvement Program (TIIP) grants and the Special Event Grant Program (SEGP) to improve community tourism and recreation-related infrastructure and economic development through the creation of new, ongoing festivals and events. Provide tourism infrastructure improvement funds through the TIIP grants and support for new, annual ongoing events and festivals through SEGP funds. Work with ITRR, grant recipients and other tourism and recreation partners to develop and conduct research and monitoring to determine return on investment from these grant investments and cost/benefit information on events for communities, regions and sponsors. Encourage Main Street communities to apply for TIIP and SEGP funds. Highlight grant successes at TAC meetings and the annual Governor's Conference on Tourism.

Priority: High

Responsibility: **TM**, LG, UNIV

Action 8.2: Implement improvements to make Montana communities more tourist-friendly.

8.2.a. Improve the appearance of community entrances, highway commercial areas, and public parks/facilities. Enhance key community areas with attractive landscaping, sidewalks, signs and eradication of blight/eyesores etc. Identify and prioritize site improvement opportunities after collaborating with city and county, chamber, Region, Tribal and CVB leadership. Partner with the Montana Main Street program for site-specific approaches and solutions.

Priority: High

Responsibility: **LG**, TRB, EDO, CC, CVB, BIZ

8.2.b. Address billboard proliferation and unsightly outdoor advertising signs; create incentives for businesses to replace billboards with commercial Tourist-Oriented Directional Signs (TODS) and LOGOS signs. Encourage local and state officials to mitigate negative impacts of billboards, while still providing advertising opportunities for businesses and useful information for travelers. Educate businesses about effective use of colors, graphics, text detail, and to consider alternatives to billboards where possible, such as Tourist-Oriented Directional Signs (TODS). Encourage MDT to evaluate TODS pricing to encourage more participation among businesses.

Priority: High

Responsibility: **LG**, CVB, MDT, REG, BIZ, LO

8.2.c. Improve availability and visibility of public parking for visitors in downtown commercial areas. Travelers are more likely to stop and linger in a community downtown area if free public parking is available and well-marked with signs. To entice visitors to stop, designate and sign downtown visitor parking.

Priority: Medium

Responsibility: **LG**, TRB, EDO, BIZ

8.2.d. Encourage communities to seek grants to improve rural cell phone coverage and high-speed Internet service, and evaluate tax incentives for providers to improve service. Travelers now expect cell phone and high speed Internet service wherever they travel. Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.

Priority: Medium

Responsibility: **MEDA**, DOC, SG, LG, BIZ

Goal 9: Increase funding to maintain sustainable tourism and recreation in Montana.

As global tourism competition increases, along with nonresident visitation and Montana's population, investments are needed to maintain the state's market share in destination tourism, and to upgrade and maintain public facilities and services to meet resident and nonresident needs and expectations.

Action 9.1: Increase the amount of lodging tax funding available for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Support changes in State Law to use the State's 3% supplemental lodging tax to fund tourism marketing and related organizations/facilities, such as Travel Montana, tourism regions, CVBs, and historic, cultural and tribal partners, in order to generate additional tourism and resulting general tax revenue.

Priority: High

Responsibility: **SG**, TAC, TM, REG, CVB, BIZ, MEDA, NPO

Action 9.2: Foster opportunities to pool public and private marketing dollars.

Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact. Explore opportunities to partner between state and regional organizations for targeted promotions

Priority: High

Responsibility: **REG**, CVB, TM, TAC, CC, BIZ

Action 9.3: Enhance funding for Tourism Region ("Country") and CVB tourism marketing and development efforts.

Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation. Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects. CVBs evaluate the use of the Business Improvement District funding option to enhance operations and marketing budgets.

Priority: High

Responsibility: **REG**, **CVB**, SG, TAC, TM

KEY TO CODES:

BIZ=Business
BOR=U.S. Bureau of Reclamation
CC=Chamber of Commerce
COE=U.S. Army Corps of Engineers
CVB=CVB
DLI=MT Dept of Labor & Industry
DNRC=Dept. of Natural Resources & Conservation
DOC=MT Dept of Commerce
DOR=MT Dept. of Revenue
EDO=Economic Dev't Org'n
FA=Federal Agency
FOAM=Fishing Outfitters Assn. of Montana
FWP=MT Fish, Wildlife & Parks
FWS=U.S. Fish & Wildlife Service
ITRR=UM Institute for Tourism & Rec'n Research
LG=Local Government (City, County)
LO=Land Owner
MAC=MT Arts Council
MDT=MT Dept of Transp
MEDA=MT Economic Developers Assn
MHC=MT Heritage Commiss.
MHS=MT Historical Society
MIBA=MT Indian Business Alliance
MIKA=MT Innkeepers Assn.
MMS=MT Main Street
MNA=MT Nonprofit Assn.
MOGA=MT Outfitters & Guides Assn.
MSAA=MT Ski Areas Assn.
MTRI=MT Tourism & Recreation Initiative
MTTA=MT Tribal Tourism Alliance
NPO=Nonprofit Org'n
NPS=Nat'l Park Service
Reg=Tourism Region
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Action 9.4: Increase the use of donations, entrance fees, book/gift/art sales, and other mechanisms at public historic and cultural attractions to generate revenues from visitors for maintenance and operations.

Help local attractions (museums, parks, etc.) develop revenue programs to support maintenance and operations, such as entrance fees, "friends" groups, corporate sponsors/donations, gift shops, education activities, VIP cards, etc. Include ways to address the needs of local residents, school groups, etc., so that they are able to access local facilities.

Priority: High

Responsibility: MHS, MAC, SA, FA, BIZ

Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.

Many different agencies and organizations are responsible for implementation of actions contained in this Strategic Plan. Successful achievement of the vision and goals depends on the degree to which these entities work together, and communicate effectively.

Action 10.1: Recognize Travel Montana as the "Team Captain" to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan. Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and the other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate and partner with Travel Montana to address key issues and report the status of implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation. Partners need to identify ways in which their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues, in order to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/federal agency representatives and other partners invited, to discuss the status, challenges and successes of implementation, and track actions, timeline and responsibilities included in the Plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

10.3.b. Host an annual Strategic Plan discussion at the spring Tourism Advisory Council meeting. Schedule 1½ -2 hours at the spring TAC meeting to discuss progress on Strategic Plan actions in small groups, and report progress. Ensure that all state/federal agencies, tribal and historic/cultural partners are invited to participate.

Priority: High

Responsibility: **TM**, TAC, REG, CVB, SA, FA, MTTA, NPO

10.3.c. Submit updates on implementation of Strategic Plan actions for an Annual Report to the Tourism Advisory Council, Governor, and partners. Success cannot be measured and rewarded unless progress is reported. Travel Montana will provide a user-friendly online form for all partners to report annually on progress, successes and challenges of the Strategic Plan actions in their area of responsibility.

Priority: High

Responsibility: **TM**, **ALL**

Action 10.4: Continue to streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.

During the public and industry outreach efforts for the Strategic Plan, an overwhelming number of people strongly recommended a reduction of bureaucracy in the region/CVB reporting requirements, so that more time and resources could be spent on actual tourism marketing and development activities. Eliminate duplicative reporting requirements, unnecessary procedural steps and policies, and convert reporting to an efficient online platform.

Priority: High

Responsibility: **TM**, TAC, SG, REG, CVB

Action 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications to partners and policy-makers.

Good decisions require good information, based on objective and thorough research. Trends in global tourism, economies, and population demographics are changing quickly, so Montana tourism policy and decision makers must have current, accurate, and insightful information on which to base decisions and adjustments to strategy.

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.

Conduct research about Montanans' travel habits, spending and trends, and continue four-season nonresident visitor research, to measure changes in travel habits, spending, satisfaction levels, motivations, etc. Additionally, conduct research to measure the economic impacts of specific attractions and events, and of specific visitor segments.

Priority: High

Responsibility: **ITRR**, TAC, REG, CVB, SA, FA, BIZ

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10.5.b. Purchase research about national/international tourism, recreation, and related trends from sources such as the Tourism Industry Association (TIA), Smith Travel Research, Forrester, etc.

Based on current information needs, identify sources of data and obtain market or trend research that is useful for Montana.

Priority: High

Responsibility: **TM**, ITRR, TAC

10.5.c. Continue regular monitoring of Montanans' opinions about tourism and recreation. Regularly measure Montanans' attitudes and perceptions about tourism to provide insights and guidance on whether concerns are being addressed successfully. Use this information to review and evaluate refinements to tourism and recreation management and marketing.

Priority: High

Responsibility: **ITRR**, REG, CVB, SA, FA, BIZ

10.5.d. Disseminate tourism research reports to partners statewide.

As research reports become available, continue to notify stakeholders about reports and niche news updates posted on ITRR web site, and/or post information on the State tourism intranet site, and promote through Travel Montana newsletters.

Priority: High

Responsibility: **ITRR**, TM, REG, CVB, TIAM, MIKA, MOGA, FOAM